

# JOBS, JOBS, JOBS: Workforce Development for Sustained Economic Growth



*Louise Anderson*

# Workforce in the World

- ▶ Increasingly mobile, increasingly globile.
- ▶ Comprised of people in the teens, 20s, 30s, 40s, 50s, 60s, 70s, and sometimes 80s.
- ▶ Competitive with at least some post-secondary education or training...the more, the better.
- ▶ Required to be adaptive...not your mother or father's workforce.
- ▶ Advantaged if "multipreneurial." (Source: Tom Gorman)
- ▶ Advantaged if a critical thinker, problem solver...
- ▶ Expected to be a continual, lifelong learner.



# Developing People for What?

1. **Leader (mentor):** leads people to reach their productive potential through vision, integrity, and influence.
2. **Highly effective team member:** adds value to production through skills, talents, and trusted relationships.
3. **Entrepreneur:** becomes their own means of production through creating and running a sustainable enterprise.
4. **Inventor:** creates new ideas which become the seed for innovation.
5. **Innovator:** adds value in productive capacity through the application of new ideas.



# Perspective



- ▶ Likelihood of an adequate “pipeline” of talent = #1 factor in locating businesses
- ▶ Challenge: workforce and economic development have not traditionally been aligned:
  - ▶ Higher education and workforce development organizations have tended to cater to student preferences
  - ▶ People engaged in economic development are more attuned to business needs



# Challenge: Concern Regarding Quality & Quantity of Workforce

- ▶ America's labor pipeline is changing
  - ▶ Older, highly skilled "Baby Boomers" are retiring with fewer workers to replace them
- ▶ Businesses are complaining about a mismatch in worker training
  - ▶ 60% of all new jobs created will require skills that only 20% of the current workforce possess



Many say the American workforce development system needs re-thinking.

American innovation requires new job skills that are changing rapidly.

*TABLE DISCUSSION:*

- 1. What feedback do you hear from businesses in your community?*
- 2. What challenges are you facing?*
- 3. What is your level of involvement in workforce development?*



# Emerging and Future Workforce

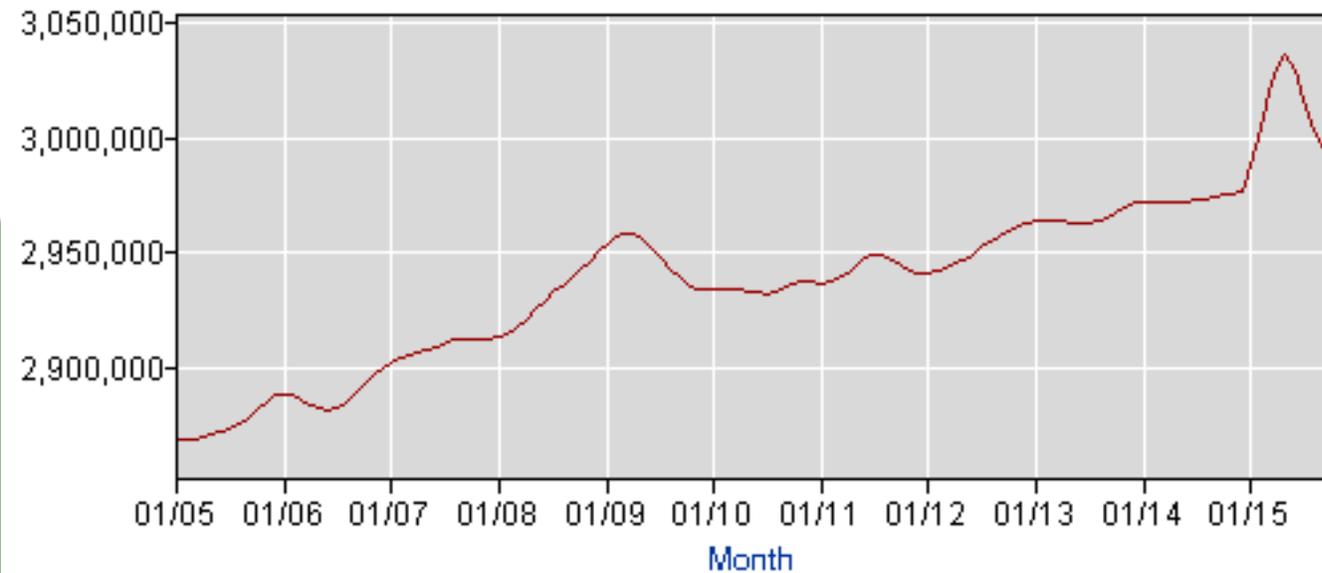
- ▶ Many young people lack hard, soft, and life skills.
- ▶ Educational achievement strongly linked to home environment and societal issues.
- ▶ The earliest possible intervention is needed.
- ▶ Many of today's youth have a sense of self-entitlement.
- ▶ Greater career counseling and coaching needed.
- ▶ A missing link is often in real life application.
- ▶ Access to technology can help and hinder.



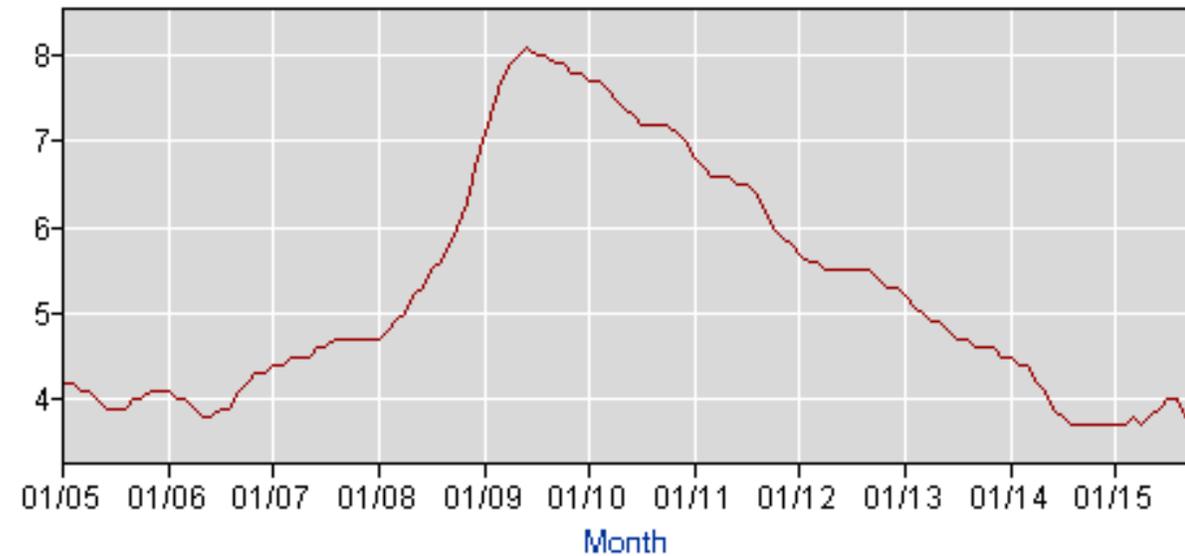
# It is important to understand employment data on your community

Example: State of Missouri

labor force



unemployment rate



Source: U.S. Department of Labor  
Bureau of Labor Statistics - State of Missouri

# Data you should understand

- ▶ Presence of industry clusters
- ▶ Workforce participation
- ▶ Employment, unemployment
- ▶ Commuting patterns

Your data sources:

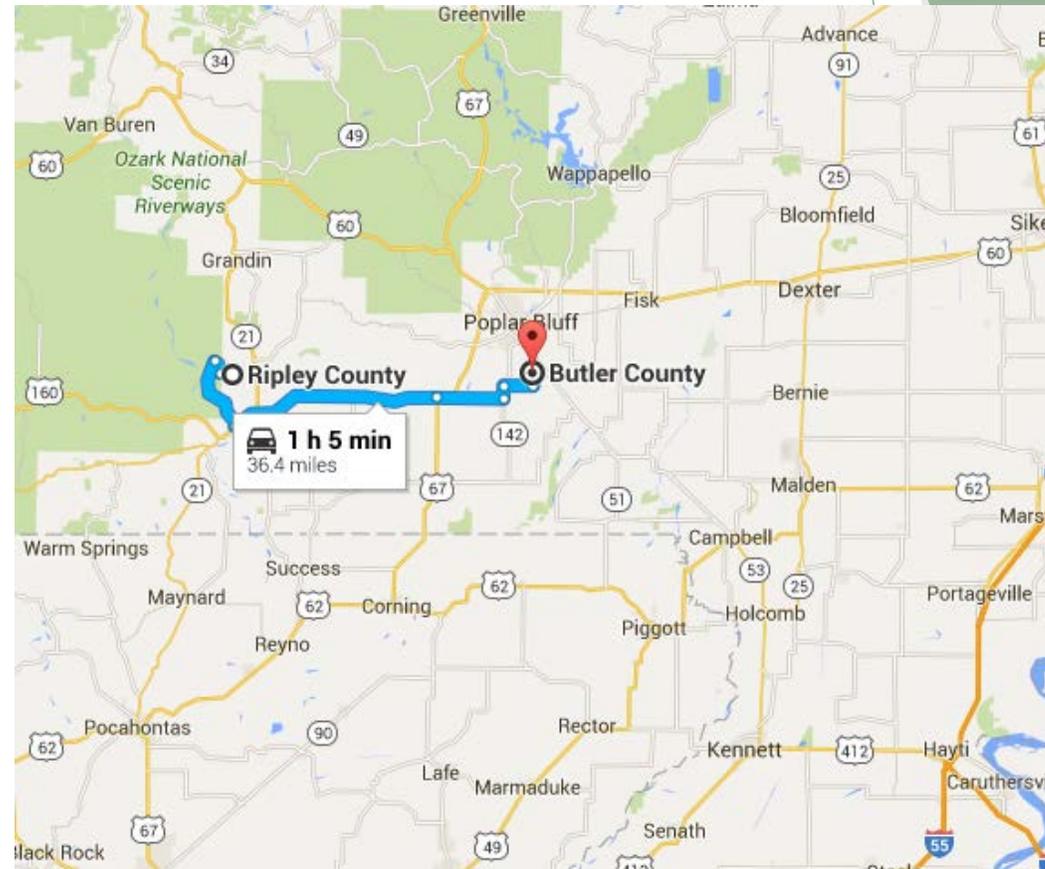
- U.S. Depart. of Labor, Bureau of Labor Statistics - [www.BLS.gov](http://www.BLS.gov)
- Missouri Dept. of Labor & Industrial Relations - [www.labor.mo.gov](http://www.labor.mo.gov)



# Example: Commuting patterns

## Butler County, MO

- ▶ Employment hub -
  - ▶ Jobs approx. 18,000
  - ▶ 14,780 work & live in county
  - ▶ 1,175 commute 1 hour from Ripley County
  - ▶ 972 commute 42 mins. from Wayne County
  - ▶ 696 commute 48 mins. From Stoddard County
  - ▶ The rest work in 14 other counties



*What insights do commuting patterns give you about the economy?*

# Some Questions to Consider

- ▶ What skill sets are represented by the people in my community?
- ▶ What industries rely on those skill sets?
- ▶ What skill sets are NOT in my community but needed by local industry?
- ▶ How are global changes impacting my community's skill needs and availability?
- ▶ Are there people in my community who are not able to keep up with the pace of industry changes?



# Top Industry Clusters in Missouri

## Existing Industries:

- ▶ Advanced Manufacturing
- ▶ Bioscience
- ▶ **Energy**
- ▶ **Finance & Professional Services**
- ▶ Health Science & Services
- ▶ **Information Technology**
- ▶ **Transportation & Logistics**

## Targeted for Growth:

- ▶ Agribusiness
- ▶ Automotive
- ▶ Defense & Homeland Security
- ▶ **Energy**
- ▶ **Finance**
- ▶ **Information Technology**
- ▶ Life Science
- ▶ **Transportation & Logistics**



*Source: Missouri Dept. of Economic Development*

# 2015 Federal Policy Environment

- ▶ Moving towards a “Job-driven model” - The federal approach to workforce policy has changed from a structure focused on individual preferences to one that takes into consideration the needs of business.
- ▶ But in America, it’s still “Be all you can be” and individual choice in careers has taken priority over what businesses need.
- ▶ Workforce development programs must change to bridge demand & supply gap



# Policy Environment: WIOA

- ▶ **Workforce Innovation & Opportunity Act (WIOA)** was signed into law July 22, 2014
  - ▶ First major overhaul since 1998
  - ▶ Regulations will begin in January 2016
- ▶ **Advantages**
  - ▶ Advancements in program administration, planning, and accountability
  - ▶ Calls for alignment of state and workforce plans with regional economic development strategies
- ▶ **Disadvantages**
  - ▶ Involvement of economic developers in planning is encouraged, but not guaranteed



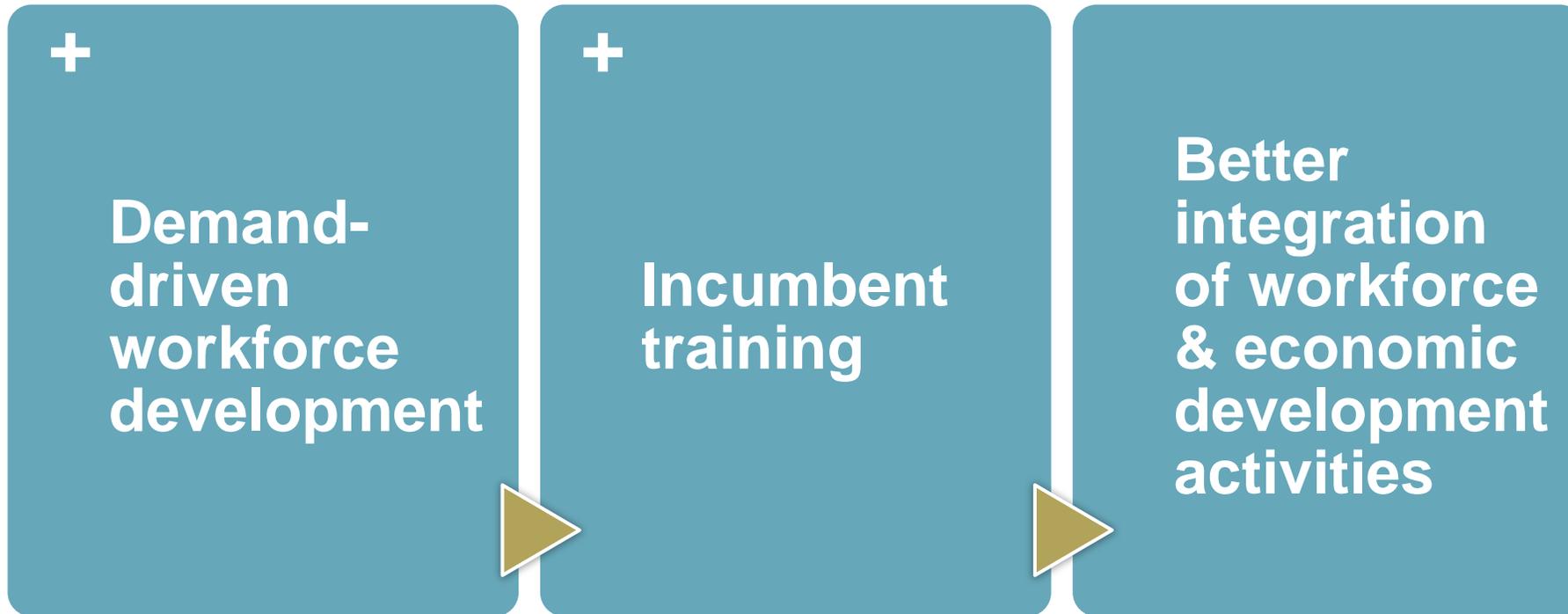
*Hot topic*

# Demand-Driven Workforce Development

- ▶ Workforce development is essentially supply chain management
- ▶ How to forecast?
- ▶ How to market the needed jobs to workers?



# Strategies In Workforce Development



# Example of Workforce Development Leadership: Louisville, Kentucky

- Mayor Greg Fischer
- Since 2011, initiated SummerWorks, a program that helps businesses find youth employees in a 7-county region.
- 4,000 youths placed in 2015
- KentuckianaWorks raised \$4.2 M in workforce development funding
- 5,344 people placed in jobs in the past year
- <http://www.kentuckianaworks.org/>



# Workforce Development Leadership: LaGrange, Georgia



*Jeff Lukken,  
Former Mayor for 16 years*

Pop. 30,452

Mayor and County Executive teamed up  
“hands on” to create workforce programs  
for young workers

Program called “One Smart Cookie”  
<https://www.onesmartcookie.jobs/about-us/>

Job Board, matches candidates with  
employers, offers job search tips and helps  
individuals develop job ready skills.



*Former County Commission  
Chairman Ricky Wolfe*



# Sector strategies in workforce development

- ▶ Brings people with common interests together to address job needs for a certain industry
- ▶ Makes sure specialization & standardization of training takes place
- ▶ Helps employers...
  - ▶ Improve jobs, skills, & opportunities
  - ▶ Effectively reach disadvantaged workers

*Your role: Leaders should help engage businesses*



# The Challenge of Equity

- ▶ More and more we hear that providing employment for all is a significant challenge for many communities.
- ▶ IEDC is collecting case studies
- ▶ *Have you seen any promising programs to ensure there's opportunity for historically disenfranchised populations?*



# Workforce Development Leader: New Orleans, Louisiana

- ▶ Mayor Mitch Landrieu
- ▶ The city historically suffered from high crime
- ▶ 52% of African American working-age men don't have jobs
- ▶ The city launched "NOLA for Life," an Economic Opportunity Strategy to connect disadvantaged job seekers with some of the region's largest employers and anchor institutions.
- ▶ The program is showing promise in reducing crime.



# Takeaways

- ▶ Workforce matters!
- ▶ Workforce data should be a key element to inform your planning - know your labor force
- ▶ Your workforce is regional
- ▶ Fulfilling business needs is the core target of a successful workforce development program
- ▶ As community leaders, recognize your role in convening stakeholders and advocating for economic development strategy in workforce development programs.



*Questions?*

# Lastly...

Workforce development, at its heart...  
is improving the human condition, and,  
is, therefore, economic development at the  
most personal level.

